



**COLORADO
DEPARTMENT OF EDUCATION**

**PERFORMANCE PAY
PROGRAM**

effective
July 1, 2001

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COLORADO DEPARTMENT OF EDUCATION PERFORMANCE PAY PROGRAM

INTRODUCTION

The Colorado Department of Education is dedicated to the concept of a performance driven culture.

The Colorado Department of Education Performance Pay Program is dedicated to focus the measures of employee performance on the mission/vision statements of the department, which are:

"The Colorado Department of Education dedicates itself to increasing achievement levels for all students through comprehensive programs of education reform involving three interlocking elements:

- 1. High Standards for what students must know and be able to do;*
- 2. Tough Assessments that honestly measure whether or not students meet standards and tell citizens the truth about how well our schools serve children; and*
- 3. Rigorous Accountability Measures that tie the accreditation of school districts to high student achievement."*

And

"The Colorado School for the Deaf and the Blind prepares students to succeed in an ever-changing world."

Performance plans for all classified staff shall align with the mission(s) of the department, and will identify the performance objectives and measurement standards expected of each individual employee. Supervisors and employees are encouraged to engage in collaborative efforts throughout the performance management process, in an effort to achieve a successful performance-based pay system.

The Colorado Department of Education Performance Pay Program, consistent with system-wide requirements, consists of three components detailed in full ...

- Performance Management
- Performance-Based Pay
- Dispute Resolution

PERFORMANCE MANAGEMENT

1. The Department of Education's performance pay programs, including performance management and dispute resolution components, must be approved in advance by the State Personnel Director.
2. Appointing authorities and designated raters of the Colorado Department of Education are responsible for communicating the performance management component to their employees.
3. Employee performance plans will align with the Colorado Department of Education goals and objectives.
4. Performance will be rated based on four levels:
 - Needs Improvement (NI)
 - Fully Competent (FC)
 - Commendable (C)
 - Superior Achievement (SA)
5. Core competencies are observable, measurable patterns of knowledge, skills, abilities, behaviors, and other characteristics required for successful performance in work roles or occupational functions, regardless of level, occupation, or work unit. The uniform core competencies must be incorporated into every employee's performance plan and considered during every employee's evaluation, and cannot be disregarded in the final overall rating for each employee. The uniform, statewide core competencies defined by the State Personnel Director are:
 - Communication
 - Interpersonal Skills
 - Customer Service
 - Accountability
 - Job Knowledge

The Department of Education will use a Pass/Fail overall rating for the competencies, but each individual competency may be rated using the four rating levels mentioned above.

6. The performance management cycle is designated as June 1st through May 31st.
7. The Employee Performance Evaluation Form will be utilized to manage the performance of all classified Colorado Department of Education staff.
8. A planning session between the supervisor and the employee, along with the written performance plan must be completed by June 30th of each fiscal year. At CSDB, planning sessions/performance plans for employees on academic-year appointments must be completed by September 30th. A copy should be forwarded to the Human Resources Unit for compliance monitoring purposes.

Also, an employee performance plan will be completed within 30 days of an employment action; e.g., appointment, promotion, demotion, etc.

9. A documented progress review to include coaching and feedback must be completed by January 31st of each year. On-going coaching and feedback are strongly encouraged for more effective performance management.
10. The Department of Education will use qualitative ratings that convert to one of the four established rating levels: Needs Improvement (NI), Fully Competent (FC), Commendable (C) or Superior Achievement (SA).
11. In order to receive an overall rating of SUPERIOR ACHIEVEMENT, the final evaluation must document / demonstrate that the employee *consistently exhibited truly exceptional performance or superior achievement beyond the regular assignment, at a level that is unique and difficult to achieve*
12. For any overall rating of SUPERIOR ACHIEVEMENT, an internal review process to monitor/ensure the quality and consistency of ratings department-wide must be completed ***prior to giving the final rating to the employee.*** Employee Performance Evaluation Forms must be forwarded to the Human Resources Unit and the internal review process shall be completed cooperatively by the designated Appointing Authority, the Human Resources Unit and the supervisor.
13. An overall rating of NEEDS IMPROVEMENT will result in a performance improvement plan. A reasonable amount of time must be given to improve performance. If performance remains unsatisfactory at the time of reevaluation, a written corrective action is issued. Subsequently, if performance does not improve after the corrective action is given, disciplinary action shall be taken. In an effort to encourage supervisors to act more immediately on employee performance issues, supervisors may wish to consider performance improvement plans and/or corrective action in advance of a Needs Improvement rating in order to give an employee the opportunity to improve their performance prior to final evaluation.
14. All Department of Education classified staff will be evaluated, in writing, by May 31st of each year. An evaluation shall also be completed when a classified employee resigns their position with the Colorado Department of Education, or if an employee moves to a position under another appointing authority or department (interim evaluation), and forwarded to the Human Resources Unit. Interim evaluations will be forwarded to the new appointing authority or department.
15. The Department of Education will not establish quotas or forced distribution processes for determining the number of department-wide ratings in any of the four performance levels.
16. Supervisors are encouraged to consider outside sources in the evaluation of employees.
17. Teamwork may be measured as a component of an individual's performance plan and awards (base and non-base) proportioned accordingly.
18. The next higher level must review a supervisor's evaluation of an employee's performance.
19. If a supervisor fails to plan and/or evaluate an employee's job performance, the appropriate Assistant Commissioner / appointing authority is responsible to ensure the completion of the plan and/or evaluation. If the reviewer fails to plan and/or evaluate in a timely manner, the reviewer's supervisor is responsible for completing the plan and/or evaluation and on up the chain of command until the plan/and or rating is completed.

20. If a performance rating is not given, the default evaluation shall be Fully Competent, until a final rating is completed. The default evaluation will be used for performance award computations, and adjustments made after dispute settlement.
21. An executive committee, designated by the Commissioner of the Department of Education or designee, will review the quality of the Department of Education's program, which will lead to greater consistency of ratings and awards.

Training and Communication

1. Because the cornerstone of a successful performance-based pay system is the implementation of a successful performance management system, all supervisors must be trained in the department's performance management program. Supervisors are responsible for communicating the department's performance management process to employees. In addition, training opportunities will be made available to all staff.

Colorado Department of Education Human Resources staff will provide an overview of the Performance Pay Program to all new employees.

2. Various types of on-going training opportunities and resource tools will be developed and utilized to ensure that supervisors and staff receive vital information that is necessary to prepare employees for continuing changes related to the performance pay program.

Through traditional classroom training, distribution of printed materials, e-mail communication, group meetings, mentor relationships, one-on-one discussion/feedback, etc., employees at all levels within the department will acquire a working knowledge concerning all aspects of the Department of Education Performance Pay Program including but not limited to the following...

- Vision/Mission Statement, Core Values
- Line of Sight
- Performance Management, including development of performance objectives and measurement standards utilizing the SMART model
- Communication within the performance management process, including coaching / feedback and additional training to improve performance
- Supervisor Accountability
- Performance-Based Pay
- Dispute Resolution Processes

As necessary and/or appropriate, statewide resources will be utilized to support departmental training efforts; e.g., HRS/GSS.

3. Communication is absolutely vital to the success of the Performance Pay Program, and will be encouraged on an extensive basis in an effort to establish opportunities for dialogue on issues of critical importance to supervisors and employees.

Accountability

1. All supervisors (classified and non-classified/at-will) must have a provision / objective in their performance plan that measures and evaluates their effectiveness related to the performance management of their employees.
2. Absent extraordinary circumstances, failure by any supervisor (classified or non-classified/at-will) to provide timely plans and evaluations in accordance with established timelines will result in a written corrective action and ineligibility for a performance award. This does not require that the supervisor's overall performance rating be Needs Improvement; however, supervisors who fail to complete the performance management cycle are not eligible for a Superior Achievement rating.

Supervisors who subsequently complete plans and/or evaluations within 30 days of the corrective action may be eligible for a (reduced) performance award, subject to the availability of funds.

All supervisors who fail to complete plans or evaluations within 30 days of the corrective action are subject to CRS 24-50-118 (current statutory requirement for disciplinary suspension in increments of one (1) workweek.)

Colorado Department of Education Human Resources staff will monitor supervisory compliance and provide the appropriate Assistant Commissioner / appointing authority with relevant information within 15 (fifteen) days of established timelines, absent extraordinary circumstances.

3. Supervisors (classified or non-classified/at-will) who fail to complete the **performance management cycle** (i.e., planning, coaching/feedback, evaluation) could be subject to the following existing sanctions: suspension without pay, reduced performance awards or ineligibility for a performance award, demotion, or other disciplinary action as deemed appropriate by the appointing authority.
4. HRS/GSS and the Colorado Department of Education will monitor the imposition of sanctions in an effort to build credibility with employees, communicate the importance of performance management and increase the accountability of supervisors.

PERFORMANCE-BASED PAY

1. Compensation system guidelines are established and applied statewide, with the Colorado Department of Education Performance Pay Program incorporated into the application of the system boundaries.
2. The Commissioner of the Department of Education or designee will make final pay decisions based on the evaluations completed by raters and reviewers and within system boundaries, within Colorado Department of Education programs, and within budget allocations. This approach does not discount any recommendations that raters and reviewers may provide.
3. The annual total compensation survey will be conducted according to statute. It is expected that the current practice of two separate funding pots for the salary survey and for performance-based pay will be retained.

4. For purposes of the state's performance pay system and the Colorado Department of Education's pay program, a pay range (grade) will be defined as the range of base salary between a minimum and maximum amount set for a specific class, based on the current compensation plan. Individual salaries vary within the ranges depending on individual movements. Employees move up the range through base-building performance awards. New employees have the same base-building opportunity as current employees based on their performance.
5. The Colorado Department of Education Performance Pay Program supports the payment of non-base building performance awards to allow the ability to provide awards to deserving employees at the top of the pay range. Non-base building awards are one-time awards and paid in one lump-sum amount in July of each year, and must be earned each performance cycle. In contrast, base building awards continue as part of employees' pay from the effective date forward.
6. The source of funding (e.g., cash or general), method of funding (e.g., appropriated or memorandum of understanding), and length of state service / longevity shall not be utilized as criteria for distinguishing between base and non-base building performance awards.
7. Annual base building and non-base building performance awards will be a percentage of salary effective on the statewide common date of July 1st.
8. All performance awards are subject to available funding and no award will be guaranteed.

a) Award eligibility

Needs Improvement performers are not eligible for a performance award.

For those below the pay range maximum, Fully Competent (FC), Commendable (C) and Superior Achievement (SA) performers are eligible for base building, non-base building, or a combination of performance awards. All awards will be base building up to the pay range maximum, and no base building award can be granted that results in a base salary that exceeds the pay range maximum. For the Fully Competent and Commendable performer, an award cannot be granted that results in a dollar amount greater than the pay range maximum. Only Superior Achievement performers may be granted a non-base building award that results in a dollar amount above the pay range maximum.

For those currently at the pay range maximum, only Superior Achievement performers are eligible for performance-based awards, limited to non-base building awards.

The performance award for any employee who is evaluated for a period of time that is less than the full performance management cycle will be prorated based on the number of months worked or on paid leave (1 month = 173 working hours).

b) Award setting

The State Personnel Director will recommend and publish annually, in conjunction with the Total Compensation Survey on December 1st, the maximum awardable percentage for application statewide (the value of "Z").

Prior to award payment, the Colorado Department of Education will specify the maximum award percentages for Fully Competent and Commendable performance (the value of "X" and "Y"). Employees will be notified of award percentage values for all performance levels annually.

<u>Performance Levels</u>	<u>Performance Award Percentage</u>	
	<u>For those <u>below</u> their pay range maximum</u>	<u>For those <u>at</u> their pay range maximum</u>
Needs Improvement	0	0
Fully Competent	> 0 to X%	0
Commendable	> X% to Y%	0
Superior Achievement	> Y% to Z%	> 0 to Z%

The minimum award for Fully Competent performers shall be greater than (>) 0%. Awards for Commendable performers must be greater than the awards for Fully Competent performers, and Superior Achievement performers must receive awards that are greater than Commendable performers.

Please note that, regardless of performance level, an employee cannot be granted an award or combination of awards greater than the set performance award maximum, and that actual performance awards may be pro-rated amounts of the values of "X", "Y", and "Z" based on the availability of funds, salary distribution, and distribution of ratings.

- c) Employees will be notified, in writing, on or about July 1st each year of actual performance awards.
- d) Non-monetary Incentives. Commendable performers at their pay range maximum will receive two (2) days of administrative leave. Such administrative leave must be scheduled per mutual agreement between the employee and their supervisor, and shall not accrue/ continue beyond the end of the fiscal year, nor shall it be compensated for at the time of separation.

At CSDB, the use of non-monetary incentives (administrative leave) will be at the sole discretion of the Superintendent / Appointing Authority, and may or may not be utilized as detailed here, based on operating need and the availability of resources. However, other incentives may be considered.

Because Superior Achievement performers at their pay range maximum are eligible to receive a performance award, they will not be eligible to receive such administrative leave.

- 9. The Commissioner of the Department of Education or designee, will allocate funds and oversee the quality of the Performance Pay Program in an effort to achieve greater fairness and consistency of award allocation throughout the Colorado Department of Education.

DISPUTE RESOLUTION - REFER TO APPENDIX A

FIRST-YEAR TRANSITION

An individual, employee-based annualization process will be used to move all employees from an anniversary to a common evaluation and pay cycle. Awards for each level of performance would be specified as a percentage of base salary. In the first year of program implementation, this percentage would be calculated by first determining the award percentage as in any other year. Each individual's actual dollar performance award would then be calculated based on their anniversary date. In subsequent years, this calculation would not be necessary because the funding available for performance awards will not be limited by the need to annualize anniversary increases.

THE BUDGETING PROCESS

A formula has been developed by the Office of State Planning & Budget (OSPB) that is cost neutral, statewide, for budgeting pay awards under the new performance pay system.

IMPLEMENTATION

The first performance award(s) are targeted for an effective payment date of July 1, 2002. It is anticipated that no anniversary increases will be given after June 30, 2002.

APPENDIX A

DISPUTE RESOLUTION

COLORADO DEPARTMENT OF EDUCATION PERFORMANCE PAY PROGRAM

DISPUTE RESOLUTION

1. Employees may question certain matters regarding performance plans and ratings through the State Personnel Director's dispute resolution process. The purpose of the dispute resolution process is to create an open and impartial opportunity that allows the parties to have issues heard, and to provide review mechanisms that are fair, consistent, understandable, and timely. Dispute resolution differs from a grievance or an appeal and moves away from a traditionally adversarial system toward one that supports and encourages dialogue and communication to resolve issues. (NOTE: Only performance matters that allege discrimination or have resulted in corrective / disciplinary action may be addressed through the grievance or appeal process.)
2. Only the following matters are disputable under the dispute resolution process (P-8-14):
 - the individual (employee) performance plan, including lack of a plan during the planning cycle;
 - the individual (employee) final performance evaluation (or lack thereof);
 - the application of the Department of Education Performance Pay Program to the individual employee's plan and/or evaluation; and,
 - full payment of a performance award.
3. The following matters are not disputable under the dispute resolution process (P-8-15):
 - the content of the Department of Education Performance Pay Program;
 - matters related to the funds appropriated;
 - the performance evaluations and awards of other employees; and,
 - the amount of a performance award, including whether it is base or non-base building, any combination or none, unless the issue involves the application of the Department of Education Performance Pay Program.
4. Retaliation against any person involved in the dispute resolution process is prohibited.

INFORMAL REVIEW PROCESS

The parties involved are strongly encouraged to extend every effort to resolve disputes informally at the lowest possible level in a timely manner before initiating the dispute resolution process. In other words, employees are encouraged to meet informally with their supervisor and/or the reviewer (second-level supervisor) to reach a mutually agreeable solution within the five-day timeframe for initiating the dispute resolution process. If the dispute cannot be resolved in this manner, the employee has several options; for example ...

- the employee may mark "disagree" on the Performance Evaluation Form, and attach a written narrative detailing the reason(s) for disagreement, including extenuating circumstances, if any;
- the employee may mark "disagree" on the Performance Evaluation Form, and request a meeting with the reviewer (second-level supervisor) to explain the reason(s) for disagreement, and to request reconsideration of the rating; and/or
- the employee may proceed to the dispute resolution process.

THE DISPUTE RESOLUTION PROCESS

No party has an absolute right to legal representation in the dispute resolution process. They may have an ADVISOR present; however, the involved parties are expected to represent and speak for themselves. Advisors must be permanent employees of the State of Colorado. An advisor's role is to assist in the dispute resolution process by explaining the process, helping to identify issues, preparing documents, and/or attending meetings. The involved parties are responsible to notify the Human Resources Unit if an advisor will participate in the dispute resolution process.

Only the issue(s) as originally presented in writing shall be considered throughout the dispute resolution process. The formal dispute resolution process shall consist of two (2) stages -- internal and external:

The scope of authority of those individuals making final decisions throughout the dispute resolution process is limited to reviewing the facts surrounding the current action, within the limits of the Department of Education's Performance Pay Program. Decision-makers shall not substitute their judgment for that of the rater(s), or for the internal decision-makers in the agency if an issue is being reviewed at the external stage. Further, these individuals shall not render a decision that would alter the Department's Performance Pay Program. Decision-makers may instruct a rater(s) to:

- follow the Department's Performance Pay Program;
- correct errors;
- reconsider an individual (employee) performance evaluation or plan; or
- suggest other appropriate processes, such as mediation.

INTERNAL STAGE. A description of this internal dispute resolution process including timelines and name(s) of decision-maker(s) shall be given to all employees annually.

- A. An employee must initiate the departmental internal review process within five (5) working days of the matter in dispute (see Attachment A - Timelines). To initiate the internal review process, the dispute must be detailed in writing and submitted to the Human Resources Unit. The Human Resources Unit will immediately provide copies of the written dispute to the supervisor, reviewer (second-level supervisor), and appropriate Assistant Commissioner. Dispute Resolution Forms (Attachment B) are available in the Human Resources Unit.

- B. The supervisor is strongly encouraged to file a written response to the employee's dispute within five (5) working days of receipt of same. The supervisor's response must be submitted to the Human Resources Unit. Copies will immediately be provided to the employee, reviewer (second-level supervisor), and appropriate Assistant Commissioner.
- C. The appropriate Assistant Commissioner shall be the decision-maker in the internal dispute resolution process. A neutral Review Committee, appointed by the Commissioner or his designee, will be responsible to review employee disputes and to draft the final department decision, for approval by the appropriate Assistant Commissioner. The Review Committee will serve as process facilitator, fact-finder, and/or limited decision-maker during the course of the review. The Committee will not be responsible to review cases of alleged discrimination / retaliation. (NOTE: Cases of alleged discrimination / retaliation may be addressed through the grievance or appeal process.)
1. "Neutral" means that (members of) the Review Committee ...
 - has no personal stake in the outcome of the review;
 - is not signatory to the performance plan or evaluation; and,
 - conducts reviews of employee disputes in a manner that would lead a reasonable person to conclude that the Review Committee is objective and non-biased.
 2. A Review Committee will consist of Colorado Department of Education permanent employees. There will be five (5) standing members as detailed below. Committee members (except for the Human Resources member) may not serve for more than two (2) years. A minimum of three (3) members, one from each category below will participate in the review of an employee dispute.
 - two (2) management-level employees (Classified or At-Will)
 - two (2) classified employee representatives
 - a member of Human Resources management will serve as the Committee Chair.
- D. The Review Committee shall draft/issue a written decision within fifteen (15) working days of receipt of the employee's written dispute, including supervisor's response, if applicable. Upon initial review of the employee's dispute, the Review Committee will:
1. proceed to draft/issue a written decision. The written decision / report should be brief, concise, and minimally contain a summary of the dispute, the information considered, and the written decision, including any additional recommendations; or
 2. determine if a meeting with the employee and supervisor is necessary in order to draft/issue a written decision. Such determination is at the sole discretion of the Review Committee. Should such a meeting take place, it shall be conducted within specified criteria.
 - a. Meeting Timeframes / Format
 - 1) The meeting shall be held within ten (10) working days of receipt of the employee's written dispute.

- 2) The first portion of the meeting will involve clarification of the facts in dispute. The Review Committee may meet with the employee and supervisor individually or together.
 - 3) The final portion of the meeting will involve more detailed fact-finding and an opportunity for the employee and supervisor to reach a mutually agreeable solution.
 - 4) A written decision / report shall be drafted / issued within five (5) working days of the meeting. The report should be brief, concise, and minimally contain a summary of the dispute, the information considered, and the written decision, including any agreements reached or additional recommendations.
- E. The appropriate Assistant Commissioner shall review the Review Committee's written decision, including any recommendations, for approval, and the final department decision issued to the parties involved within three (3) working days of receipt.
- F. The final department decision on issues involving an individual performance plan (or lack of plan) or evaluation concludes at the internal stage. Employees have no further recourse for resolution of these disputes.
- G. Upon completion of the internal dispute resolution process, employees shall be notified in writing that they may proceed to the External Stage of the dispute resolution process, provided it concerns the application of the Department's Performance Pay Program or full payment of a performance award (if relevant). Such notice must include detailed information on how to initiate the external dispute resolution process.

EXTERNAL STAGE. The State Personnel Director administers this stage. Only those issues involving the application of the Department's Performance Pay Program to the individual performance plan and/or evaluation, or full payment of an award may proceed to this stage.

- A. An employee may initiate the external review process by filing a written request for review with the State Personnel Director at 1120 Lincoln, Suite 1420; Denver, Colorado 80203. Such request must be filed within five (5) working days from the date of the final agency decision. External Performance Pay Dispute Forms are available in the Human Resources, and on the Internet at ...

http://www.state.co.us/gov_dir/gss/hr/forms/formsindex.htm

- B. The request for external review shall include a copy of the original issue(s) submitted in writing and the department's final decision.

COLORADO DEPARTMENT OF EDUCATION
PERFORMANCE PAY PROGRAM

DISPUTE RESOLUTION
TIMELINES

- DAY 1** Depends on which of the four matters are in dispute ...
- The date the employee signed or disagreed with the individual performance *plan*, or the date the *plan* should have been in place.
 - The date the employee signed or disagreed with the individual performance *evaluation*, or the date the *evaluation* should have been completed.
 - The date the employee is knowledgeable of the action or practice to be disputed concerning the application of the Department of Education Performance Pay Program to the individual employee's plan and/or evaluation.
 - The date the agency distributes awards, or the date the parties agree the final payment should be made.
- DAY 5** Employee must initiate the departmental (internal) stage of the dispute resolution process.
- DAY 10** Supervisor must file a written response to the employee's dispute.
- DAY 15** If applicable, a meeting shall be held between the Review Committee, the employee, and the supervisor.
- DAY 20** The Review Committee shall draft / issue a written decision, including any recommendations.
- DAY 23** The final department decision is issued, subsequent to review and approval by the appropriate Assistant Commissioner.
- **Working (business) days, rather than calendar days, are used. The total time for the internal stage of the dispute resolution process, from the date of the initial event / matter disputed to the date the final department decision is issued, could take up to a maximum of 23 working days.**
 - **In extenuating circumstances, and upon mutual written agreement of all the parties involved, the timeframes during the internal stage of the dispute resolution process may be extended.**
- DAY 28** Employee must initiate the external review process.

COLORADO DEPARTMENT OF EDUCATION

PERFORMANCE PAY DISPUTE RESOLUTION FORM

In order to initiate the departmental internal review process, this form must be submitted to the Human Resources Unit within five (5) working days after the occurrence of the performance matter disputed.

EMPLOYEE NAME _____

EMPLOYEE WORK UNIT _____ WORK PHONE _____

ADVISOR NAME (if applicable) _____

ADVISOR WORK UNIT _____ WORK PHONE _____

REASON(S) FOR REQUEST:

- _____ Individual performance plan, including lack of plan. *Attach a copy of the performance plan, if applicable, and a brief statement of the facts.*
- _____ Individual performance evaluation, or lack thereof. *Attach a copy of the performance evaluation and a brief statement of the facts.*
- _____ Application of the department's Performance Pay Program to the individual employee's plan and/or evaluation. *Attach a copy of the performance plan and/or evaluation and a brief statement of how the program was misapplied, including supporting facts.*
- _____ Full payment of a performance award. *Attach a copy of the notice of performance pay award, record of payment, and a brief statement of the supporting facts.*

INFORMAL REVIEW PROCESS:

Attach a statement describing your efforts to resolve your dispute informally with your supervisor and/or the reviewer (second-level supervisor).

DESIRED OUTCOME: _____

EMPLOYEE SIGNATURE (required): _____ **DATE:** _____

TO BE COMPLETED BY THE HUMAN RESOURCES UNIT: Date Received: _____

Copies Forwarded (Date): _____
Copies are to be forwarded to the Supervisor, Reviewer, Assistant Commissioner

SUPERVISOR'S RESPONSE: _____ YES (attached) / Date Rec'd _____ NO

The supervisor is strongly encouraged to file a written response to the employee's dispute with the Human Resources Unit within five (5) working days of receipt of same. Please include advisor name/work unit/work phone, if applicable.

Copies Forwarded (Date): _____
Copies are to be forwarded to the Employee, Reviewer, Assistant Commissioner

REVIEW COMMITTEE: List names / titles of committee members.

_____ (Committee Chair)

Written Decision Due (Date): _____
(within fifteen (15) working days of receipt of employee's written dispute)

Meeting Date: _____
(within ten (10) working days of receipt of employee's written dispute)

Met with Employee: _____ Yes _____ No

Met with Supervisor: _____ Yes _____ No

WRITTEN DECISION / REPORT: Date completed: _____

Must include: Summary of Dispute
Information Considered
Written Decision, including any agreements reached or additional recommendations

ASSISTANT COMMISSIONER REVIEW:

_____ Signature

_____ Date

Additional Information:

FINAL DEPARTMENT DECISION ISSUED TO EMPLOYEE (Date):

cc: Supervisor / Reviewer
Human Resources / Personnel File

NOTIFICATION TO EMPLOYEE OF EXTERNAL REVIEW PROCESS:

The State Personnel Director administers the external review process. Only those issues involving the application of the Department's Performance Pay Program to the individual performance plan and/or evaluation, or full payment of an award may proceed to this stage.

- An employee may initiate the external review process by filing a written request for review with the State Personnel Director at 1600 Broadway, Suite 1030; Denver, Colorado 80202. Such request must be filed within five (5) working days from the date of the final agency decision. External Performance Pay Dispute Forms are available in the Human Resources, and on the Internet at ...
http://www.state.co.us/gov_dir/gss/hr/forms/formsindex.htm
- The request for external review shall include a copy of the original issue(s) submitted in writing and the department's final decision.

APPENDIX B

NOTICE OF PERFORMANCE PAY AWARD



NOTICE of PERFORMANCE PAY AWARD

EFFECTIVE JULY 1, 2002

(based on performance rating for Fiscal Year 2002)

EMPLOYEE NAME	CLASS TITLE / CLASS CODE
SOCIAL SECURITY NUMBER	PAY GRADE: _____
WORK UNIT	PAY GRADE MINIMUM \$ _____
POSITION NUMBER _____	PAY GRADE MAXIMUM \$ _____

PERFORMANCE RATING LEVEL _____

_____ Performance Award Percentage _____

<u>Performance Levels</u>	For those <u>below</u> their <u>pay range maximum</u>	For those <u>at</u> their <u>pay range maximum</u>
Needs Improvement	0	0
Fully Competent	> 0 to X%	0
Commendable	> X% to Y%	0
Superior Achievement	> Y% to Z%	> 0 to Z%

Please note that, regardless of performance level, an employee cannot be granted an award or combination of awards greater than the set performance award maximum, and that actual performance awards may be pro-rated amounts of the values of "X", "Y", and "Z" based on the availability of funds, salary distribution, and distribution of ratings.

Base Pay -- June 30, 2002 \$ _____

Salary Survey Adjustment (____%) \$ _____

Base-Building Performance Pay Adjustment (____%) \$ _____

BASE PAY -- JULY 1, 2002 \$ _____

Non-Base-Building Performance Award (____%) \$ _____

Non-monetary Award: Eligible? _____ Yes _____ No

Commendable performers at their pay range maximum receive two (2) days of administrative leave. Such administrative leave must be scheduled per mutual agreement between the employee and their supervisor, and shall not accrue/ continue beyond the end of the fiscal year, nor shall it be compensated for at the time of separation.

Because Superior Achievement performers at their pay range maximum are eligible to receive a performance award, they will not be eligible to receive such administrative leave.